Requirement: Establish proper security measures.

We will establish the appropriate security measures to control and safeguard access to the NANPA facility, NANPA computer systems, electronic information, electronic data, and paper files and reports.

Requirement: Establish a secured work area with limited access and secured record retention practices.

As indicated above in Section 9.0, our NANPA work area will be located ████████████ ████████████████ Access to this area and the NANPA computers will be controlled via card key access and handprint recognition systems. To secure NANPA records, file backups will be made and stored at an off-site vault. Also, access to paper files and records will be safeguarded.

Requirement: Provide secured computing systems.

All computer systems used for NANPA will be extremely secure. ████████████ ████████████ satisfy Department of Defense C2-Level standards, with selected additional features from the B-Level security specifications. These systems contain the security features shown in the following table.
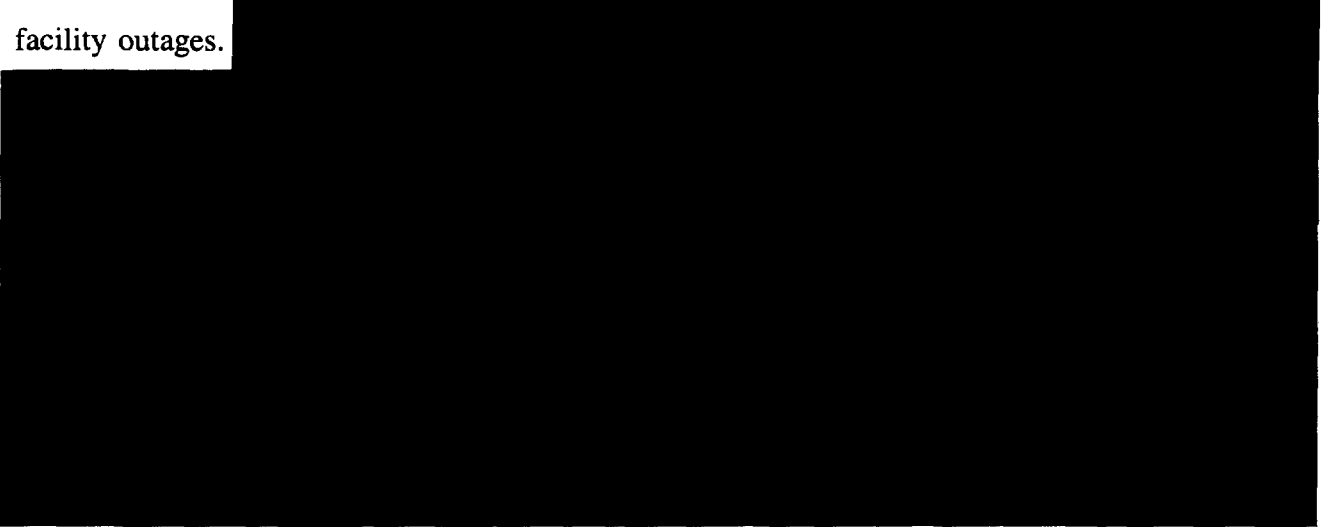
FEATURE	BENEFITS
Compliance with Dept. of Defense C2 security requirements	Provides the basis for server security.
System Auditing, which maintains a log of security-related events	Improves user accountability and deters unauthorized activities.
Access Control Lists (ACL)	Provides increased flexibility to control file access above standard C2 discretionary access control.
Extended Password Management Facility	Password Management Guidelines. Provides superuser-only encrypted password database, system generated passwords, user generated password screening, and enforced password aging.
Logon Restriction Facility	Allows administrator to control times/dates that specific users can access the system and locations from where logins will be accepted.
System Administration Roles	███████████████████ ███ Allows maximum utilization of system administration resources while maintaining system security.
Boot Authentication	Prevents unauthorized users from booting up a system.
Coexistence with DCE Security	███████████████████

Also, access to the NANPA web site and via the Internet is extremely secure and safeguarded by firewalls.

Requirement: Describe proposed disaster recovery plan and procedures and provide disaster recovery capability.

Our disaster recovery planning for NANPA has several levels, encompassing both system and facility outages.
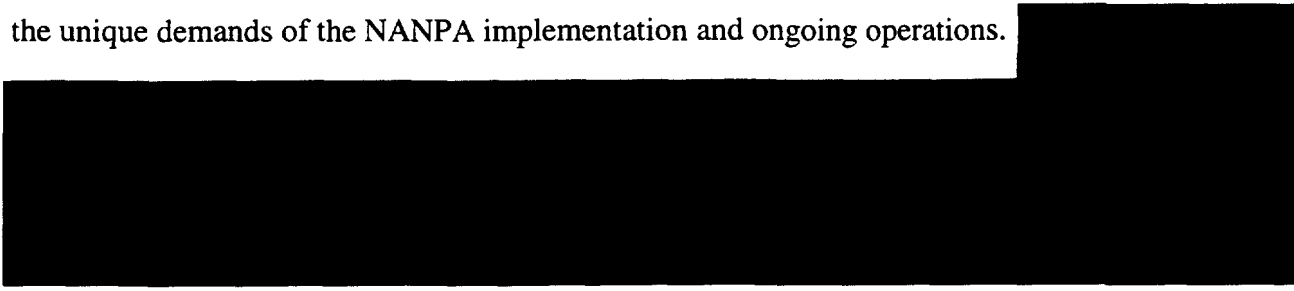
9.4   Staffing Requirements

Our NANPA is staffed with dedicated, highly qualified, permanent full-time personnel for smooth implementation and effective on-going operations.

Lockheed Martin has an impressive track record for quickly implementing and starting up new programs and operations. Our proven approach, which will be applied to the NANPA, includes

the use of existing Lockheed Martin resources for highly qualified, proven individuals to meet

the unique demands of the NANPA implementation and ongoing operations.

This section of our proposal describes the managerial structure, human resource approach, and

key personnel we propose to assign to the implementation and operation of the NANPA. In this

section, we describe the staffing totals and individual qualifications of key management

personnel, our proposed management structure and organization, our approach to training and

development, and our proposed NANPA staff for key supervisory positions.

Management Structure and Organization

Placement of the NANPA implementation and operations organizations high in our company

structure ensures senior management attention and focus.

To assure we satisfy the requirement for the NANPA organization to provide high quality,

consistent, reliable, and evenhanded service, we have adopted the following management and
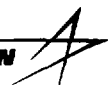
staffing strategy:

- Lockheed Martin IMS has been designated by the Lockheed Martin Corporation as the corporate entity selected to implement and operate the NANPA. This company—Lockheed Martin IMS—has been guaranteed full support by the Corporation, including management commitment and participation, financial support, and access to the corporate-wide personnel base to staff key management and technical positions.

- The NANPA organization reports to a high level within Lockheed Martin IMS, thus assuring company management attention and resource availability.

-

Management Focus

We have taken several steps to ensure the appropriate level of additional management involvement in the NANPA undertaking. We are proposing:

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*   A Lockheed Martin audit performed by an internal audit group that reviews the performance of all Lockheed Martin IMS projects. The audit group, which reports directly to the Chief Financial Officer of Lockheed Martin IMS, will audit NANPA operations on an annual basis.

Lockheed Martin Staff Resources

Lockheed Martin can and will draw upon an enormous reserve of managerial and technical skills from within the 200,000-employee Lockheed Martin Corporation to provide highly qualified staff for the implementation and operations team.

Lockheed Martin currently employs more than 5,000 information systems and customer service professionals at its many data centers across the country. Approximately 10,000 employees are engaged in system integration and software engineering.

We have assembled an NANPA staff that is representative of Lockheed Martin's tremendous depth of systems and administrative expertise and talent. ███

Lockheed Martin has more than ample depth, skills, and resources to staff the NANPA organization. We currently employ more than 1,500 professional, technical, management, and administrative employees, about two-thirds of whom support operations and perform functions directly comparable to the NANPA requirements.

In addition to a source for permanent staffing, these personnel are available to assist the NANPA operation whenever out-of-the-ordinary technical issues arise.
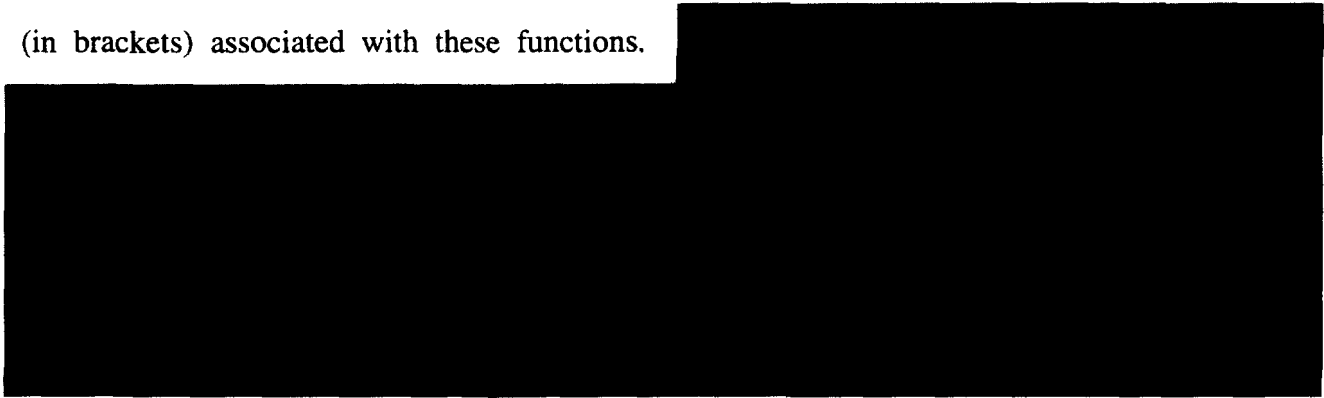
NANPA Organizational Structure

Requirement: Provide staffing profiles and levels as well as the physical location of the staff must be part of the bidder's initial response.

Exhibit 9-3 illustrates our proposed operations organization and the responsibilities and staffing (in brackets) associated with these functions.

Staff Selection, Training and Development

The key NANPA management and supervisor positions are being staffed with individuals who possess many years of management experience.

Staffing and staff training and development of the NANPA personnel are coordinated through the Lockheed Martin IMS Human Resources organization. The mission of Human Resources is to facilitate the company's achievement of its business goals through maximizing the caliber and productivity of its employees. All human resource functions, including recruitment, training, employee relations, and compensation, focus on these goals.

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Human Resources, in concert with management, promotes an awareness among all employees that they are individually and collectively critical to the company's success and share in its rewards. A sense of ownership is encouraged among employees—ownership of their own work as well as responsibility for the overall performance of the company.

Specialized human resource functions for the NANPA, such as job specification and recruitment, compensation, benefits administration, and employee relations, are provided for the NANPA through the Lockheed Martin IMS headquarters in Teaneck, New Jersey. The NANPA training function draws upon the headquarters' training department for additional resources and expertise. NANPA human resource administration is a local responsibility of the Administrative Services Group.

Staffing Methodology—The telecommunications industry requires an NANPA service that is highly reliable and competent and customer service-centered, and that handles information in a secure and protective manner. Accordingly, we propose:

- **A highly qualified staff for all key positions.** Our staff meets or exceeds the stated requirements in skills, competence, and experience. Our staffing strategy is designed to ensure the highest levels of service. The staff will be augmented during startup and thereafter, as necessary, by specialists in industry and technical operations disciplines.

- **A staff that has a proven track record within the Lockheed Martin Corporation.**

██████████████████████████████████████

- **A staff possessing more than the technical requirements for each position.** Our staff embodies the qualities of customer sensitivity and friendly efficiency crucial to achieving a positive user reception to the NANPA.

Lockheed Martin maintains an automated database with a skills inventory on current employees, as well as a candidate tracking system for prospective new hires. These tools contribute to the expedient identification of required skills for even the most specialized positions. When necessary, our recruiting department functions as an in-house search firm, using executive search techniques to identify and attract the best individuals for positions at all levels. In addition to technical skills, we recognize the need to screen for intangible qualities such as capacity to learn, motivation, and a customer-service orientation, all of which are keys to success. The proposed initial staff of key personnel for the NANPA are current Lockheed Martin employees chosen because they are known to embody these characteristics. Where the need for outside recruitment exists (due to geographic or cost considerations) and as it arises over time, candidates will be interviewed and tested to screen for these qualities.
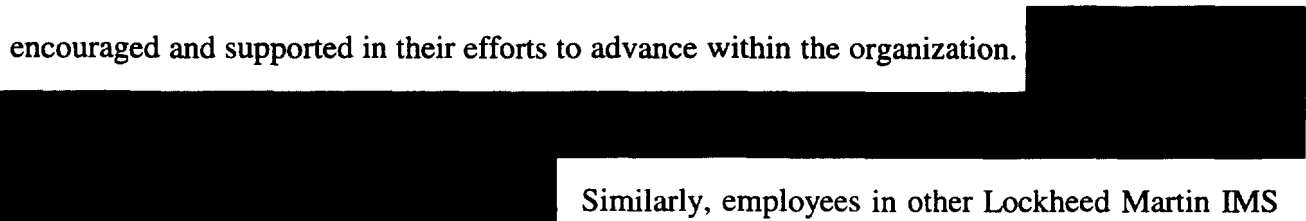
For decades, Lockheed Martin has been entrusted with the nation's vital secrets. Our expertise in ensuring the security of top-secret classified information distinguishes our capability to protect the confidentiality of user-sensitive information.

Thorough investigations will be conducted to determine the background and character of any NANPA employee candidate. Staff members will be required to sign non-disclosure agreements to protect proprietary information for the NANPA and its customers.

Staff Motivation and Development

To retain and motivate the highest quality staff, we are providing a work environment that recognizes and awards achievement. Lockheed Martin's Continuous Quality Improvement philosophy stimulates high performance, first by communicating that quality is valued and recognized, and then by providing the tools necessary for success.

Not only are Lockheed Martin employees advised of their possible career paths, they are encouraged and supported in their efforts to advance within the organization. Similarly, employees in other Lockheed Martin IMS operations will be considered for positions within the NANPA organization. Professional advancement is directly tied to performance, with employees being made aware of their

individual and collective achievements in relation to the performance measures established for the NANPA.

Staff and Training

There are two components to training: (1) the initial training the NANPA staff requires to prepare for the initiation of services, and (2) ongoing training required to sharpen, refine, and upgrade skills.

- *Initial Staff Training.* The initial staff training effort consists of the following:

  - Review of all existing procedure manuals, training materials, and system documentation. As part of our deliverables, we are responsible for developing and providing a training course that includes an instructor and student guides

  - Attendance by all management and supervisors at the NANPA application training program

  - Subsequent attendance of the clerical and technical personnel at the NANPA application training program

  - On-the-job training at the NANPA. Members of the NANPA staff work under the close supervision of the training manager and user support supervision

  - Introduction to continuous quality improvement.

- *Ongoing Staff Training.* The ongoing staff training effort is focused on:

  - Continuous quality improvement for all NANPA staff. This training introduces widely-accepted improvement methods including problem identification and definition, processes, and tools to identify possible solutions

  - Improving the skills of the personnel in the NANPA groups. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ If it becomes apparent that an individual requires strengthening of skills, the appropriate vehicle (workshop, training program, peer or supervisory coaching) is identified and employed

  - Upgrading of skills to enable individuals to enhance their career development and promote advancement

  - Cross training, where feasible, within the NANPA groups. To a certain extent, the staff is cross-trained in the tasks performed by other groups in the NANPA. This promotes job interest and esprit-de-corps, allows for backup staffing, and provides a better overall understanding of the system. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

Staffing Adjustments

We have staffed the NANPA to address the work volumes provided in the Requirements Document and to provide timely responses. However, during the initial operations period we will review NANPA operations to assess the appropriateness of our staffing levels and skill sets. We will then be in a position to make any adjustments in the proposed NANPA staffing that may be advisable. Adjustment could include the staff size or refinements to required technical skills.

Performance standards are proposed for the overall NANPA organization, for each individual group, and for each staff member. These NANPA performance standards, as described in our response to Section 1.6, have been set at a uniformly effective level by Lockheed Martin IMS management.

performance is below standards, the group is upgraded through additional training or supplemented with additional staff.

Proposed NANPA Staff

We have assembled an outstanding team of professionals with the right blend of experience, technical capability, and customer service orientation to run the NANPA.

Recognizing the critical importance of a smooth and effective startup to the overall roll-out of NANP numbering resource administration, we are augmenting our team with specialists in

planning, operations, communications, and systems to ensure a successful implementation. For added insurance, we are including during both implementation and ongoing operations a management review and oversight function and access to any additional company resources that may be required.

It is our experience that the one factor that has the highest correlation with the success of a project or a business is the quality of the management team. Technology, size of staff, training, effective organization, and operational procedures are all important ingredients in a successful operation, but the essential component is effective management leadership that can successfully galvanize the other components.

In accordance with this management philosophy, we propose a highly competent and experienced management team ████████████████████████████████████. We are confident that the high quality of our key managers, each of whom is highlighted below, will be evident during the vendor interview process and through contact with the client references.

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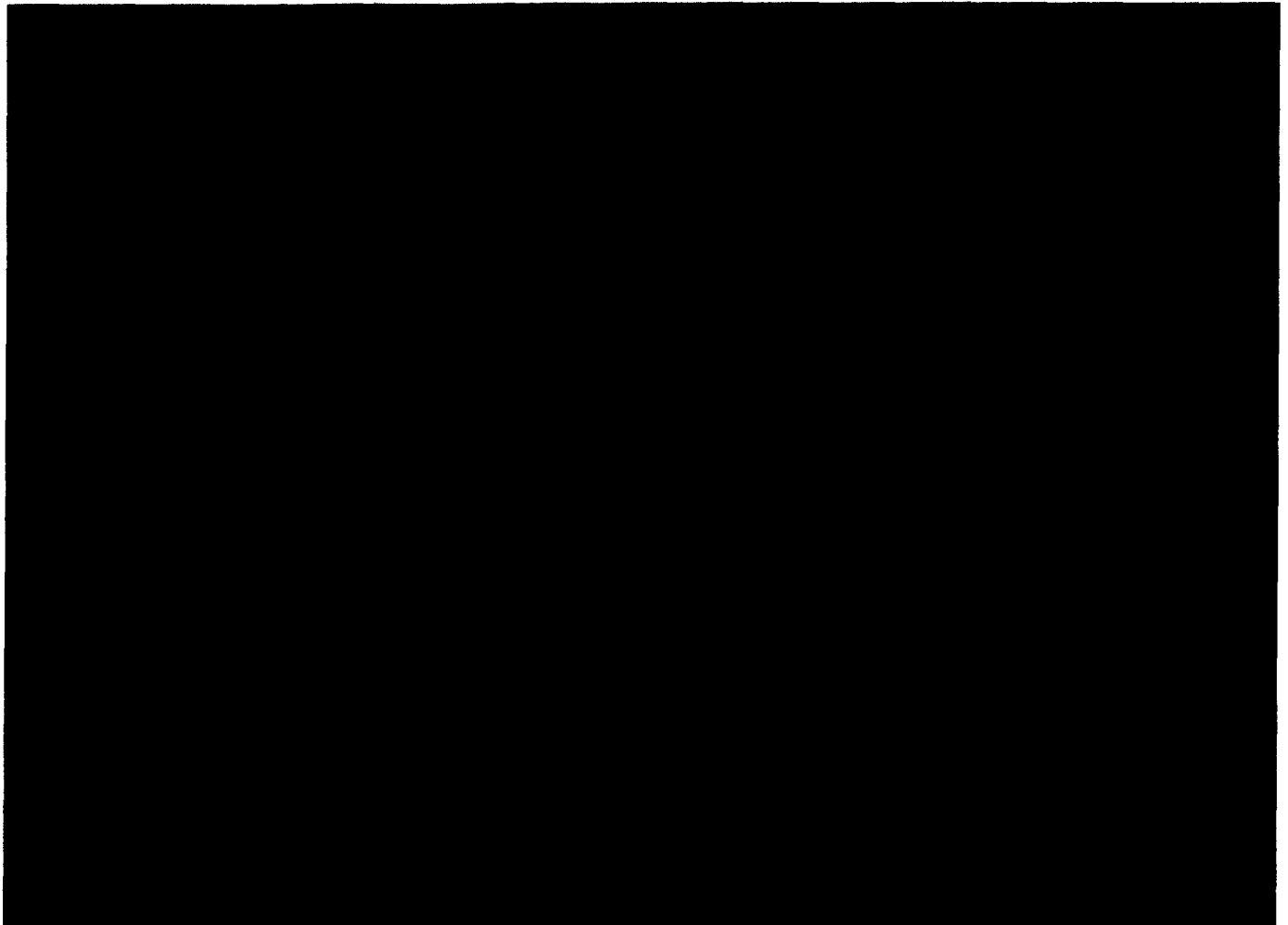
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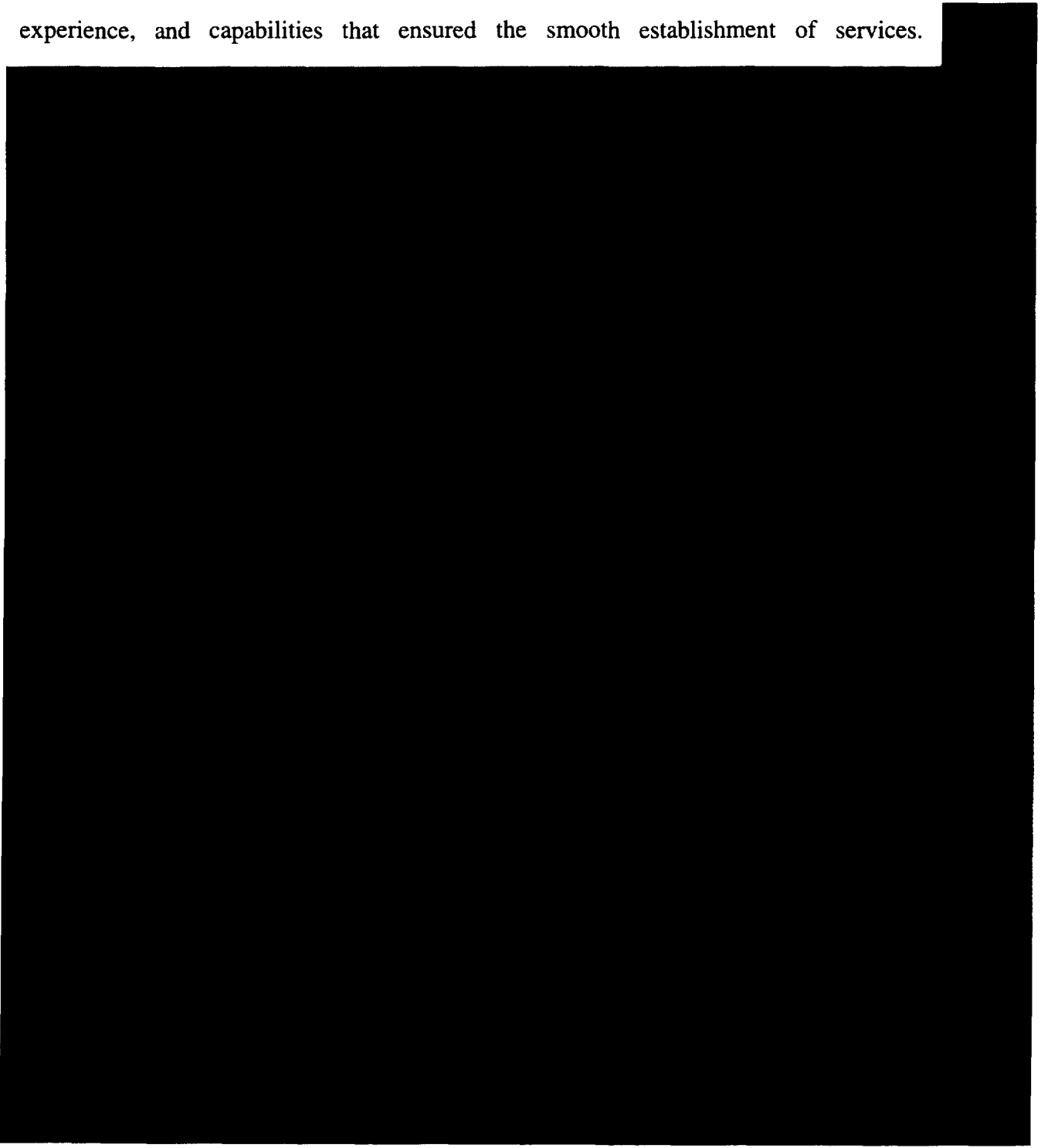*Confidential Information Deleted*

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NANPA Implementation Organization

Lockheed Martin has had extensive experience in the rapid, yet controlled, implementation of new applications and operations and transition from existing operations. Typically, upon being awarded a contract for a new client, it is necessary to set up a new area office and be in operation within 90-120 days. These operations often include procurement of space, equipment, personnel, training, user requirements analysis, communication equipment and lines, data conversion, testing, and system modifications.

In all such cases, we have deployed and staffed a start-up team with a unique set of skills,

experience, and capabilities that ensured the smooth establishment of services.

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Requirement: Staff NANPA at appropriate levels to efficiently perform functions.

Based on the work volumes and tasks described in the Requirements Document, we have proposed █████████ staff to efficiently perform NANPA and Billing and Collection Agent functions.

Requirement: Staff available a minimum of five days a week, eight hours a day.

NANPA staff will be on-site at ███ As described above, clients will be able to leave messages for NANPA staff 24-hours-a-day, ██

Requirement: Staff must be able to travel, when necessary, to meet the needs of the industry (e.g., INC, seminars, NPA relief activities).

We understand that our role as the NANPA mandates our attendance and participation in many industry forums and meetings. Staff will travel as necessary to fulfill our NANPA responsibilities.

9.5   Organizational Structure

Requirement: Describe organizational structure (e.g., centralized operation, regional locations), including the number of people required to run each operation.

Exhibit 9-3, shown in Section 9.4 above, and Section 9.4 describe our proposed ▮▮▮▮▮▮▮ organizational structure as well as the proposed number of personnel ▮▮▮▮▮▮▮

9.6   Reporting Requirements

The NANPA reporting functions, including on-line report viewing, selection of easy-to-read, pre-defined reports, scheduling of report production, and definition and selection of output destinations, are integrated. The strong security component underlying the system limits the user's ability to access reporting functions and data to the privileges specific to login IDs in the application security tables.